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ABSTRACT

This manual provides a vehicle for women and others to organize and promote parttime jobs for themselves, and is also designed to be of interest to anyone who wants to learn about the shared job concept. It is organized as an instructional module which can be used as the basis for a workshop. The introduction section includes desired outcomes for participants and a brief suggested outline for a workshop. An exercise is included in each section to reinforce key concepts and to allow participants to apply these concepts to their own situations. Background information on job re-structuring is provided to assist individuals and employers. The manual is organized so that a workshop leader can read through the module and select the information to present and structure a workshop to meet the needs of the particular group. The five major sections are I. Introduction, II. Background, III. Helping People Help Themselves, IV. Let's Go Out in the Real World--Strategy for Employer Contact, and V. Information Resources. The bibliography is partly annotated and covers relevant studies, legislation, and background sources. (TA)

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A GUIDE TO DEVELOPING A JOB SHARING PROJECT

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I. INTRODUCTION

1. PURPOSE

New Ways to Work is a community vocational resource center located in Palo Alto, California. It was started in 1972 as a means of helping people who felt that existing patterns of work did not suit their needs. In the past 3½ years, hundreds of first-time workers, re-entry women, unemployed professionals, budding entrepreneurs, and others have used the resources of the center to find work that has meaning for them. From the beginning, these job seekers included a considerable number of people who could not or did not want to work 40 hours a week (or more) at one job. Instead, they were seeking permanent, part-time work which would allow them time for other interests and responsibilities. New Ways to Work's staff began to build information resources on permanent part-time work and job sharing in an effort to help people re-structure their jobs.

New Ways to Work was asked to develop this module by Project Careers, a joint project by Metropolitan Adult Education Program of San Jose and American Institutes for Research funded by the U.S. Office of Education. The purpose of Project Careers was to gather and disseminate information on career guidance approaches being used with adult populations and to implement and field test two approaches. A major need which emerged as part of this project was for techniques and approaches for developing responsible part-time positions, particularly for women. Project Careers asked New Ways to Work to develop a manual which other groups and organizations could use as a guide to promote job sharing. This manual provides a vehicle for women and others to organize and promote part-time jobs for themselves.

This manual will be of interest to anyone who wants to learn more about the shared job concpet. It will be particularly useful to staff of

an organization which has the purpose of promoting more flexible job arrangements through working with individual job seekers and employers. The manual will also be a valuable resource for individuals who want to develop a permanent part-time job for themselves and for employers who are interested in exploring more flexible work arrangements for their employees.

If you belong to an organization or agency which would like to develop a program aimed at helping people re-structure their jobs, it might be helpful to consider that:

- -the groups most successful in implementing this sort of change have had previous experience in counseling and job development;
- -a minimum of two full-time (or 4 shared) staff people is necessary for implementation of a fully developed project. The program can be initiated a little at a time, however, just as it was at New Ways to Work.

Use as the Basis for a Workshop

This manual is organized as an instructional module which can be used as the basis for a workshop. The introduction section includes desired outcomes for participants and a brief suggested outline for a workshop. Exercises are included to reinforce key concepts in the reading and to allow participants to apply these concepts to their own situation. There is considerable background information on job re-structuring and suggestions on how to assist individuals and employers. A workshop leader can read through the module and select the information to present and structure a workshop to meet the needs of the particular group.

2. MODULE GOAL AND OUTCOMES

Module Goal

To help you and your organization develop a counseling and job development program which addresses the needs of your clients who are seeking permanent, part-time, or shared job opportunities.

Module Outcomes

When you have completed this program you will be able to:

(1) State the assumptions on which job sharing is based.

(2) Explain the concepts of job sharing to people seeking to re-structure their jobs (either the job they already have or one they are looking for). You will include at least two techniques which they can use to increase chances of success.

(3) Design a job development program which will create a dialogue with employers in your area about job sharing. The program will educate employers about the advantages of job sharing and help employers design means of implementing job sharing in their own institiution for both current employees and job applicants.

3. MODULE OUTLINE

Below is an outline suggesting how this manual can be used as the basis for a workshop for people who want to promote job sharing.

Six hours-two sessions, three hours each.

Session I

1.	Introduction of Basic Concept of Job Sharing (pp. 9-24)	30 minutes
2.	Exercise 1 - Job Sharing (p. 25); Discussion	30
3.	Coffee Break	15
4.	Helping Individual Job Seekers (pp. 27-53) Workshop for Job Seekers - First Session (pp. 38-41)	15
5.	Exercise 2 - Pairing (p. 54); Discussion	60
6.	Workshop for Job Seekers - Second Session (pp. 41-43)	15
7.	Summary	15
		3 hours

Session II

1.	Job Development (pp. 55-66)	30 minutes
2.	Exercise 3 - Identifying Employers (p. 67); Discussion	30
3.	Exercise 4 - Role Playing Interview (p. 68); Discussion	60
4.	Coffee Break	15
5.	Information Resources (pp. 69-72)	15
6.	Questions on Total Presentation; Discussion of Jobs which can't be Shared	30
		3 hours

4. GLOSSARY OF TERMS

Job Re-structuring	Refers to the re-shaping of the content or the time of an existing job. Until recently, it has been used predominently in reference to changing the content of the job. This module however, uses it mainly in relationship to time.
Shared Job	One full-time position for which two or more people share responsibility.
Permanent Part-Time	Refers to jobs requiring 30 hours a week or less to perform. As we use it, it implies the existence of fringe benefits, responsibility, and upward mobility.
Worker Option	A choice which can be exercised by a worker; in this context the choice of working full-time or part-time in his/her job.
Flexible Hours	A generic term which covers the various ways industry has experimented with the 40 hour work week in an effort to increase the commitment of the full-time worker (and hence increase productivity) to the organization. It includes the four day work week, the three day week, and flextime.
Flextime	A new system of work scheduling which allows an employee to choose — within parameters — his or her work schedule. Although there is a "core" time which all workers are expected to adhere to the hours, preceeding and succeeding that time may be scheduled the way an individual wishes. (For example, if the core time were from 10:00 a.m. to 2:00 p.m., the worker could arrive at 6:00 a.m. and leave at 2:00 p.m., or arrive at 9:45 and leave at 5:45 or any increment in between that suited his personal needs.)
Exempt and Non-Exempt	This is a personnel term which differentiates between workers who are covered by Fair Labor Standards overtime regulations. In general, professional, administrative, and executive employees are considered exempt.
Fringe Benefits	Compensation in addition to salary, such as medical insurance, social security, paid vacation, etc.

II. BACKGROUND

Definition of a Shared Job

Shared Job

A shared job is one full-time position for which two or more people share responsibility. Each person then holds a permanent part-time job. Salary and fringe benefits are pro-rated according to hours worked.

Where and Why Did People Start Sharing Jobs?

No one knows who first concluded that one regular full-time job could be shared by two people. It was probably someone who was working full-time in a job he or she enjoyed, but who no longer wanted to work full-time and knew someone who could "share" the position.

Catalyst Project

The first time the term job-sharing was used in a formal program designed to increase the use of this new work pattern was in 1968. A group called Catalyst located in New York City obtained funding for a pilot project which allowed social workers in the Massachusetts Department of Public Health to split 25 new positions and share them among 50 women. As an organization, Catalyst was interested in career-oriented, permanent part-time opportunities for college educated women who had interrupted their career in order to raise a family. Although the idea was difficult to initiate (it took them four years to find a department which would try it), the response to the program was overwhelmingly positive. More than 1500 called to inquire about the program and 250 women applied to be considered for the openings.

After working with the Department of Public Health for a year, one of the workers said, "The experiences of this past year have been in many ways so rewarding that I could easily slip into a testimonial: How I found Catalyst and was saved." The supervisors were equally enthusiastic and reported that the part-time social workers each were able to produce 89% of the work load of a full-time employee. They also pointed to the fact that absenteeism and turnover among the part-timers was significantly lower than among the full-time personnel.

Positive Response

Publicity about the Catalyst project resulted in a wide spread national response from both individuals and groups who supported the concept. It became obvious that there were many people--men and women--to whom the opportunity for a challenging part-time job was very important.

A lot has happened in the eight years since the original Catalyst experiments--what about job-sharing now? In 1968 one of the attractive aspects of allowing people to share a job was the ability to enlarge the pool of qualified job-seekers. The economy was viewed as constantly expanding. The women that Catalyst represented were primarily college educated professionals whose "trained skills" were seen as lost to the economy during the years that they "dropped out" of it.

The Mid 60's

Today, this argument has less appeal. Few people expect a return of the fast-paced growth of the '60's. Unemployment has reached new highs and, at the same time, other groups

within our socity are demanding wider and better access to existing jobs. What then is the appeal of sharing a job?

First of all, job-sharing represents a very appropriate response to the many life-style changes that have taken place in our society in the past ten years.

Secondly, it is a means of re-distributing work hours so that more people can be employed.

In an article on "Changing Family Life Styles", sociologist Jessie Bernard suggests that "Our new concern will ask industry to accommodate to the family rather than requiring the family to accommodate to industry. It calls for extensive increase in the availability of part-time work for both men and women so that fathers and mothers can share roles providing income, child rearing, and socialization".

Why People Want Part-Time Work

In addition to parents of young children (increasing numbers of whom are single) many other people are seeking part-time employment to balance their work with other responsibilities in their lives. For example:

- -the minority woman who needs to work while she finishes school
- -the ambitious secretary who needs special training to qualify for a job category newly opened to women
- -the top executive, recently recovered from a heart attack, who is trying to reduce his work load
- -the man approaching retirement, who is seeking a way to adjust to the change from full-time work
- -the middle aged professinal man who is looking for time to explore the possibilites of a new career

-the homemaker, whose children are grown, who wants a part-time job

Others may seek to support their community service work or a non-lucrative profession.

Social Pluralism

These people illustrate our growth toward what has been called <u>social pluralism</u>. Our society has become too complex for us to view a single, "majority rules" lifestyle as the answer for everyone. Why then do we continue to hold up the 40-hour work week as the "correct" way to work? Increasing numbers of people are questioning the validity of traditional full-time employment in their own lives and are seeking work options--such as job-sharing--which will bring into better balance their private lives and the demands of their job.

Changing Life Styles

Need for More Jobs

Another need that has become increasingly evident in the past year and a half is for a <u>re-structuring of work</u> which will provide more people with better access to jobs. Our country has many more people who want to work than it has jobs available. Allowing two people currently working full-time to share a job would free one full-time position.

There are many instances which make it difficult for a person to work full-time. One San Francisco Bay Area City formerly had a number of employees who were allowed to work part-time while they attended school full-time. An "economy" order eliminated all part-time categories and these workers were given the choice of staying on as full-time employees or leaving. In a society that depends on a highly trained, well educated work force, this would seem

to be a short-sighted policy. It is, however, a policy that is far too prevalent. Traditionally, the part-time worker is one of the first to go when there are cut-backs in the work force. Because of this, many full-time employees hesitate to express an interest in permanent part-time--and continue to fill work hours which they neither want nor need and which consequently are lost to someone else. It is time to recognize permanent part-time work as being a responsible, viable way of working.

The following page summarizes major events relating to job sharing.

HISTORICAL HIGHLIGHTS OF JOB SHARING

1968 Catalyst sponsors studies of permanent part-time teachers and permanent part-time social workers.

Catalyst white paper defines terms: shared, paired, split level, permanent part-time, flexible time, etc.

1970 New Time, Inc., a private placement agency, opens. They get national publicity on the positive benefits of using part-time personnel.

1972 New Ways to Work in Palo Alto begins to give workshops on flexible scheduling, permanent part-time, and job sharing.

1973 Berkeley City Council votes to allow city employees the option of sharing their jobs or working as permanent part-time workers.

Sen. Tunney and Rep. Burke introduce bills in the Senate and the House on Flexible Hours Employment. (The bills have since been re-titled Career Part-time Employment.)

1974 Instances of job sharing begin to increase and are documented:

Director of Stanford University's ARLO program
Director of DeAnza Junior College's program for Handicapped Students
Naturalist, City of Palo Alto
Director of Extended Resources Center, Palo Alto Unified School District
Director of JAC program, U.S. Department of Labor

Tunney bill comes out of committee with recommendation to pass.

City of Palo Alto decides to use job sharing to implement its affirmative action plan.

1975 Palo Alto School District offers option of part-time to teachers over 55. They also begin to allow the sharing of contracts if teachers submit a well thought out proposal for doing it.

Tunney Bill passed.

Senator Omar Rains (Joint Committee on Legal Equality) introduces legislation in the State of California senate which would create and expand permanent part-time opportunities and shared job for State employees (SB 570).

CETA funds New Ways to Work pilot project on job-sharing

League of Cities endorses concept of job sharing.

2. DISTINCTIONS BETWEEN TYPES OF RESTRUCTURED JOBS

Important Differences

As more and more people found their way into less than 40 hour a week jobs, distinctions began to emerge which decribed the different ways to deal with the time and the content of the job. In the effort to create more permanent part-time opportunities the terms split job and then shared job began to be used. Although all three refer to alternatives to full-time employment, there are important differences.

Permanent Part-time

Permanent part-time employment is a generic term for employment which requires less than 30 hours of work a week. This includes people sharing or splitting a full-time job. It is also used to describe those specific jobs which are by their nature "part-time" if they are also permanent and include fringe benefits. (Most temporary, part-time jobs do not have benefits.)

Split Job

When a full-time position is re-structured, it can be either split or shared. A split job is one in which the tasks can be neatly divided and the two people splitting it do not necessarily interact at all. For example, an assembly line worker who works every other day or a social worker who assumes half of a case load.

Shared Job

A shared job, on the other hand, requires both communication and co-operation between those working together. To most of those who have re-structured a job in this manner, the "sharing" is taken literally. In order to do this, there must be a commitment from both people to flexibility and mutual support. What results is a new way of working. People who share a job with another person know that they

are both responsible for the total job. This may mean that they are both responsible for having the total time covered, such as in a receptionist position, or for accomplishing the total task. If the position is task oriented, the two people might even work during the same hours part of the time. This is the most collaborative pattern of job sharing.

Split Level

Sharing a job may also involve a split level basis of responsibility; that is, dividing a job into two separate levels of training or ability. For exampie, in a planning position in which the planner does both the planning and the drafting, the position could be split into one which called for a planner and a draftsperson. Some people believe that this kind of re-structuring has a great potential for training and consequently can be used to implement affirmative action hiring.

3. THE "IDEAL" JOB SHARING PROJECT

The ideal program would be able to neatly balance the needs of the individual seeking a re-structured job with the job development necessary for shared employment opportunities in his/her field.

In order to do this it would offer services to individuals which would include:

Services for the Individual

- -helping value clarification and skills identification for those people who do not want to work full-time but who are unsure of what job area they best qualify for
- -teaching them the concepts and strategies of interviewing as a shared team
- -providing them with support and additional information as it is needed during their job-hunting period
- -developing an extensive Talent/Skills Bank from which they can pair up with someone else
- -generating successful job development support (keep those listings coming in)
- -providing staff support and access to possible "pairs" for those who are working full-time and wish to re-structure their job
- -organizing working groups to provide opportunities to role play some expected situations

The work with the employers would include:

Services for the Employer

- -developing an understanding of the problems the employer faces for which job-sharing could be a viable solution. (Is the firm becoming top-heavy with older workers? Are they having difficulty recruiting or holding people for some of their more tedious jobs? If it is a school district, are they faced with lay-offs because of declining pupil enrollment?)

-being able to answer the employers questions about fringe benefits and other issues.

-providing training for the supervisors which would show them how job-sharing works and how it can help them achieve such management goals as implementing an affirmative action program.

-providing workshops for employees who wish to re-structure their jobs. (This would include access to the Skills Bank for those who were looking for someone to pair with.)

In addition to the work with individuals and employers, an ideal program would include comprehensive media coverage designed to educate the public in the basic concepts of job-sharing and the specifics of your organization's program.

Since most of the organizations which are interested in increasing the opportunities for job-sharing are in the grass-roots, non-profit, social change mode, the "ideal" will often remain something to aim for rather than the reality. This does not, however, mean that a program without all these components at one time can not be successful. Everytime a successful shared job occurs and is noted, the process becomes easier for the next person. Because of this, <u>any</u> efforts towards legitimizing the idea of sharing a job help all of us who believe that it should exist as an employment option.

Any Effort as a Contribution

4. RELATIONSHIP OF ASSUMPTIONS AND THE PROGRAM

Assumption	Program Action
There are currently more responsible, career oriented full-time jobs than there are good, permanent part-time positions. Sharing one full-time job enables people to create new alternatives to full-time work.	The over all program outlined in this module is in response to this assumption.
People can create a re-structured job for themself if:	The program developed and makes available:
(1) they are given information and support;	(1) information such as where people are sharing jobs and how potential problem areas such as fringe benefits are dealt with; support and encouragement, recognizing that these people have added the component of creating change to the already difficult burden of looking for a job;
(2) they arrange a way of sharing the job rather than leaving this burden to the employer; and	(2) the Talent Bank which helps the job-seeker find a partner;
(3) they can sell the employer on hiring two people for one full-time job by a presentation which shows that they can do a better job than a single applicant could.	(3) workshops in which people learn to examine the diversity of a pair's background and skills and how to present their two resumes as a package.
Employment pattern can be changed by:	Part of the program is the development of materials and services that:
(1) educating employers to the changing needs of individuals (both current employees and job-seekers);	(1) document the needs of job-seekers and also of those people currently employed who need new alternatives (older workers, single parents, etc.);
(2) citing the benefits to their firm; and	(2) cite evidence of increased flexibility and productivity and reduced absenteeism, turnover, etc.;
(3) offering support services which will help create this new employee option.	(3) help supervisors initiate job-sharing in their departments and counsel full-time employees who wish to restructure their jobs; explain the concepts in a way that presents this new option as an opportunity and not a threat.

5. EXAMPLES OF PEOPLE WHO ARE SHARING A JOB

Two Examples

Here are two examples of the kinds of jobs which are being shared and how they were re-structured. In the first example the job was originally full-time for one person and then restructured. In the second example two people applied as a pair for a full-time job and convinced the employer during the interview process of the merit of sharing the responsibilities.

Legal Secretary

Mary X was a legal secretary working full-time. Due to a shortage of clients, her employer was forced to cut her work time in half. After a number of months her work load began to increase and the lawyer wished her to resume full-time hours. In the interim, however, she had become committed to the idea of working half-time and as a result of her feelings her employer decided to hire another half-time person rather than to lose his secretary of long standing.

Family Responsibilities Determined Schedule

The two women soon began to develop a mutually satisfactory system of work scheduling. One woman had small children, the other's were older. Because of this, they decided to split the time mornings and afternoons, with the mother of small children taking the mornings so she could be at home when her children arrived back from school.

Different Strengths

They also began to divide the content of the work and to share aspects of the job (typing, bookeeping, and reception coverage) in terms of their individual strengths. One of them has an accounting background, the other prefers

not to deal with numbers but has more extensive legal experience. Consequently, some projects are followed through by one person and others are done in collaboration.

Flexibility

Both secretaries value the flexibility that their shared arrangement gives them and their employer. They work overtime during peak periods and can handle heavy work loads without placing an extraordinary burden on either one. The noon hour is covered regularly, because it is part of one of the women's half day. When a family emergency or illness occurs the office routine is not disturbed because they fill in for each other.

Program Director

The second example of a job which is shared is the Director of Enablers, Program for the Physically Limited at De Anza Junior College. The man and woman who share this job met while both were doing volunteer work with the Committee on Architectural Barriers to Handicapped Workers. Both of them are physically limited. Although the director's job had been held by a single person working full-time, they convinced the college interview committee of the merit of their sharing the job. Although the handicaps of both applicants are severe enough to confine them to wheelchairs and to make it difficult to work full-time, the fact that they are disabled makes them ideal counselors and success models for the physically limited students in their program. One of them had strong public relations abilities and the other had expertise in administration and counseling.

Appropriate for Handicapped

Due to these combined skills, the program grew tremendously in one year. The enrollment increased from 62 to 750, and the staff which they supervise grew from 1 secretary to 20 persons, including clerical workers, van drivers, and therapeutic consultants. The growth of program and staff size in so short a time resulted in an organizational crisis which was solved by one of the sharers taking full responsibility for staff coordination while the other concentrated on counseling. They also increased the regular hours that they both work from 20 to 30. If the program continues to grow, another "sharer" may be brought in to re-structure the job once again.

Program Success

6. EXERCISE 1 - JOB SHARING

1. Think of three kinds of people you know who might be interested in sharing a job. List the reasons for their interest.

_____

_____

_____

2. Can "responsible positions" be shared? Make a case for a positive answer.

_____

_____

_____

_____

III. HELPING PEOPLE HELP THEMSELVES

1. RATIONALE--PEOPLE AS CHANGE AGENTS

One of the basic tenets of the approach to job re-structuring which is outlined in this module is that the people who can most effectively create this new mode of working are those who want to do it themselves.

People as Change Agents

There are many people who would like to work less than full-time--who might even like to share a job. Quite a few of them, however, do not feel strongly enough about it to take on the task of "selling" the idea to an employer. Others have enough pressing reasons to work part-time so that they are willing to assume the role of social change agent. Understanding that what they are seeking is a new way of working, not yet accepted by many employers, they arm themselves with reasons and facts with which they hope to convince a current or prospective boss. Those who successfully re-structure a job then become role models for others. As the number of job-sharers increase, the process of change grows easier.

Importance of Role Models

It would be difficult to over estimate the importance of those pioneers who become role models for the rest of us. Those who are already sharing jobs provide:

- -information on how they did it
- -the kind of support that comes from feeling that "If someone else did it, so can I."
- -resources on how to make it work; and
- -examples to point to when employers feel that job-sharing is not feasible.

How an Organization Can Help

An organization which supports the need for more permanent part-time employment opportunities can be helpful to the individual job-seeker in a number of ways. It can:

- -be supportive of their need for change--be a balance to the "Why can't you do things the way other people do them?" argument;
- -develop information resources on where there are other people working this way; what are the advantages to employers; and means of dealing with problem areas;
- -provide a means for matching up with other people who want to share a job; and
- -offer training in the techniques that have helped other people re-structure a job.

2. HOW TO LET PEOPLE KNOW ABOUT YOUR PROGRAM

Publicity is important for the success of your project. There are two main ways of letting people know about what you are doing--word of mouth and the media.

Word of Mouth

Word of mouth can be very effective. Since job sharing is a new idea, it is easiest for an individual to understand and support the concept if they learn about it from a friend, fellow worker, or counselor. You should inform people who are counseling or working with the people you wish to reach about your program. Many community service organizations are effective at telling people about job sharing. Special interest groups which focus on women, the physically handicapped, single parents, or employment and training should be contacted and visited. Whenever possible, give talks to meetings of professional associations, community groups, and service clubs, whomever will listen. Even if no one is immediately interested in your services, such talks bear fruit at a later date.

Media

Media coverage is the second major approach. The goal is to have people hear about job sharing as often as possible. One public relations person said that an average individual has to hear or see information about an event three times before he/she will decide to attend. Therefore, try all the avenues open to you.

Radio and Television

Substantial radio and television coverage can be attained at no cost due to the FCC requirement that stations give a percentage of their air time to community programming. Radios do regular public service announcements

and often have community talk shows. Most television stations have community bulletin board programs with short announcements, and longer community programming time. Contact local stations for information on how to get your information on the air.

Newspapers

Newspapers will print announcements of local meetings and events, and are often willing to do at least one feature on job sharing, especially if you have some people sharing who they can interview. Newspaper ads in the employment section are also useful in getting people interested in job sharing.

Newsletters

Many community organizations have newsletters which they send to their members. They will often put information in their calendar of events or, better, accept an article about your project to print.

It is helpful to have introductory meetings set up on a regular basis so that the time can be announced through the media. Then your press release will be correct no matter when it is printed. Meeting deadlines on a variety of daily, weekly, and monthly newspapers can be tricky.

3. INTRODUCTORY MEETINGS--WHY YOU NEED THEM

An information meeting, as a first contact with potential sharers, is very important before people begin a job sharing workshop. Its purpose is three fold:

Purpose

- -to explain what job sharing is and what the goals of your project are;
- -to clarify expectations about the project and discourage people who are interested in work patterns other than permanent part-time or sharing; and
- -to handle bureaucratic details such as filling out forms and signing up for future workshops.

Informal Information Exchange

In general, an information meeting should be conducted as a casual group discussion. Begin by describing what job sharing is and how the project came into being, and then ask each person around the table to tell about themselves and why they are interested in job sharing. Some people come to the information meetings because they are looking for a full-time job and are willing to consider part-time as a stop gap measure. People who prefer full-time should be discouraged from continuing with a project. They are likely to be interested in developing a shared job into a full-time job for themselves which can lead to competition between the sharers, and create a bad environment for sharing in a company.

Clarify Expectations

In the course of the information meetings, the staff can clarify what the project plans to accomplish, what the potential sharers can expect from the project staff, and what the staff expects of the sharers. It should be emphasized

that the staff will assist sharers in finding positions, but they do not guarantee placement. In return, the potential sharers commit themselves to participating in two workshops sessions to learn how to most effectively convince employers to try job sharing. Since people applying to companies in teams are critical agents in spreading the word about job sharing, potential sharers should be equipped with well-researched background information.

Information Sheet

An information sheet about each person can also be completed at the meeting for the project files. These are important later when the staff matches people and jobs. It is helpful to get as much information as possible on the skills and experience of each person to help in the matching.

4. DIFFERENCES BETWEEN WORKING WITH PEOPLE INDIVIDUALLY AND IN GROUPS

There are definite differences between working with people individually and in groups. However, whether you are working with two people or twenty, the basic principles and approach remain the same and so do the needs of the individuals involved. The members of the group need all of the services already mentioned in connection with the individual. Working with people in a group, however, has a number of advantages:

Advantages of a Group

- it gives people a chance to role play--to practice some of the situations they can expect to encounter while talking with employers as well as to practice "pairing up" with someone else;
- they meet other people who are interested in creating the same kind of new option, which gives them an increased sense of support; and
- the group provides an opportunity to meet possible partners.

A group workshop is an important tool for helping people help themselves. The need for individual help and counsel is not diminished by using a training workshop, however, and some people will need more personal help than others. For instance, the difficulty that men encounter trying to re-structure their jobs is often much greater than for women. It is acknowledged by society that women often have dual roles and therefore need part-time work more than men. Also, women are not generally viewed as the head of household. Because of this, special counseling or the creation of a men's support group might be considered.

Depending on the make-up of your community, there may be other special groups of clients for whom your program may wish to develop information or support functions in order to help them succeed.

Workshop Outline

Session I (2 hours)

1. Introduction of membets, brief discussion of their individual work backgrounds, reason for interest in job sharing
2. Practice in pairing
3. Inventory of strengths/skills
4. Skills resume
5. Creation of fantasy job

Session II (2 hours)

1. Cover letters
2. Discussion of employer attitudes
3. Mock interviews
4. Project back-up for job seekers

One Model for a Workshop

The information that the New Ways to Work staff incorporated into a workshop grew out of the experiences of people who had successfully re-structured a job and the information that New Ways to Work staff had compiled because of its interest in furthering opportunities for permanent part-time work and job sharing.

One of the major aims of the workshop is to take prospective job sharers through the process of finding a partner and applying for a shared job. The workshop members also acquire factual knowledge about job sharing and are exposed to employers typical concerns such as about fringe benefits, organization, and communication problems. Copies of the materials distributed at the workshop are included at the end of this section.

First Session

The workshop is organized into two sessions, each two hours long. The first session begins with each member telling the group why he or she is interested in job sharing and briefly outlining past work experience and skill areas.

Hypothetical Pairing

After this getting acquainted period, the members pair up on the basis of potential common vocational interest or background. They may pair up through their own choice or with the assistance of the workshop leaders. Depending on the chance make-up of the group some of the pairs will be likely combinations, such as two librarians or two administrators; some will be less likely, such as an engineer and a computer programmer; and some will be very far-fetched, like a botanist and a secretary.

Inventory of Skills and Strengths

After the pairs are selected the members are asked to write down five of their personal skills and five strengths. When this is done, they are asked to exchange lists with their temporary partners and to discuss them. This exercise has several purposes:

-The lists serve as basis for each person's skills oriented resume.* This type of resume is designed to cut across limitations of a vocational-area, chronological approach, and to produce a focused, action-word resume which is appealing to an employer;

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*This is basically the resume set forth in Go Hire Yourself an Employer, By Richard H. Irish, and in What Color Is Your Parachute, by Richard N. Bolles.

-It initiates communication between the members of the pairs;

-It gives the individuals a chance to re-think the similarities and differences between the meanings of the words "skills" and "strengths";

-It provides each person with an opportunity to give and to get real feedback on his/her view of their skills and strengths.

Skills Resume

When the members of the group have been working on these skill lists for a short time, the workshop leaders pass out copies of sample skills resumes and briefly discuss the advantages of such a resume approach. A skills resume is one which describes the experience and skills of a person rather than the chronological listing of positions held in the traditional resume.

Fantasy Job

The leaders then ask the practice pairs to make-up a "fantasy job" for which they could apply as a team. This exercise will be easy for some pairs and very difficult for others, depending on several factors:

-commonality of background, objectives, etc.;

-willingness of the individuals to think broadly about their own work potentialities and objectives; and

-ability to visualize themselves as part of a team in which the other person's skills, preferences, and objectives are just as important as their own

In general, this exercise has the effect of broadening the individual's perspectives on the world of work, and lending some insight into their own attitudes toward sharing.

Individual Attention

The workshop leaders spend some time with each pair, encouraging them to be imaginative in their approach to sharing and helping them to assess their own attitudes and feelings which arise out of this discussion process. Usually, there is a great variety of attitudes and pair-dynamics to be dealt with. Some pairs easily develop a fantasy job and find complementary skills and objectives with each other. Others experience a sense of competition and find ways to work through the competitiveness toward cooperation, while others bog down when a sense of competition arises. Many find that they cannot think productively about any job outside of their normal vocational orientation, while others become excited about new vocational prospects they find. Some pairs lapse into sharing feelings of pessisism about the state of the job market in their particular field, while some find that sharing renews their optimism about finding work. Later on in the workshop, the members are given a chance to discuss with the group the experiences they had in the process of developing their fantasy job.

Variety of Reactions

Outcome of Pairing

What do people dream up when they are asked to fantasize?

-Genrally, about half the pairs discuss various possibilities for traditional jobs, speculating on what level of job they could find, and what level or variation of the job would be best suited to sharing;

-About one third of the pairs find common interest in a particular traditional job and spend the workshop time working out the details of who it could be shared;

-The remainder spend their time designing shared jobs which do not fit traditional job forms, such as various kind of consultant work, entreprenurial ventures, and new service agencies.

Almost all of the pairs spend some time discussing job search experiences they have had in the past.

Joint Cover Letter

Once the pairs have evaluated each others skills and agreed on a fantasy job, they are asked to write a joint cover letter desinged to accompany the individual's resumes. The purpose of the letter is to:

-inform the employer that the pair is applying as a team; and

-make a start at selling the idea of job sharing to the employer for the particular job in question.

Examples of strong cover letters are given to the members of the group and the pairs are asked to work on their own hypothetical cover letters in preparation for the second session of the workshop.

Second Session

The second session begins with a general discussion of the joint cover letters. Members discuss problems thay had in composing the letter, or discoveries they made about the concept of job sharing in the process of writing the letter, such as the importance of selling the pair's commitment to being team members and sharing all aspects of the job.

Review Cover Letter

Employer Attitudes and Fringe Benefits

After the cover letters have been discussed, the workshop leaders pass out information sheets on fringe benefit coverage and employer concerns. They initiate discussion

on employer attitudes and ways to negotiate fringe benefits for permanent part-time workers. The advantages of proration of benefits is stressed as well as possibilities of splitting of benefits to suit individual needs.

Mock Interviews

The bulk of the second session is spent in conducting mock interviews with employers. Some group members and the workshop leaders form a hypothetical search committee and interview one or two pairs for the fantasy jobs which the pairs have designed. All members are given a sheet of questions which an employer might ask. The interviewing process is generally designed to provide a view of employers' concerns about job sharing and to raise as many difficult questions as possible. The interviewees receive feedback about how effective they are as job candidates and potential job sharers. There then is a discussion of general interviewing techniques and of employers' attitudes.

Closing the Workshop

At the end of the second session, the workshop leaders describe the resources which are available to persons who have completed the workshops, including the talent bank which can be used to find partners with particular vocational interests, and the job listings which should be consulted to find openings with companies who are amenable to job sharing. Workshop members are encouraged to return regularly to consult the resources. The leaders re-state the project's commitment to helping the potential sharers find partners and jobs. They stress again the hope that

these job-seekers will facilitate change in the process of actively seeking shared job opportunities.

Following are copies of the materials which are distributed at the workshop:

-Sample Employer Questions

-Sample Skills Resume

-Sample Cover Letter

-Paper Describing Job Sharing and the Cost of Fringe Benefits

WORKSHOP MATERIALS: SAMPLE EMPLOYER QUESTIONS

Employers could be expected to ask the following questions about job sharing:

1. What are the advantages of job sharing over single-person jobs?
2. What is the difference between job sharing and part-time employment?
3. Who can I look to as the person responsible for the work being done?
4. How would you work out sharing responsibility?
5. How would you arrange your hours?
6. How would you cover staff meetings?
7. Have the two of you worked together before? Can you get along under shared pressure?
8. How am I going to supervise you without making my job more complicated?
9. How are you going to relate to full-time workers?
10. How are you going to provide service as consistently as a single person can?
11. How are you going to deal effectively with our customers?
12. What kinds of benefits do you expect?
13. What about vacations?
14. Where has job sharing been tried, and how is it working?
15. What are we going to do if one of you quits?
16. How are we going to get both of you properly trained and broken in?
17. Why don't you want to work full time?
18. How am I going to give you pay raises?
19. How can I promote one or both of you?
20. How can I fire you?

WORKSHOP MATERIALS: SAMPLE SKILLS RESUME

Areas of Expertise

Writing/ Technical Editing	*Edited mathematical equations for civil engineering textbook.
	*Edited articles appearing in Review of Scientific Instruments and Research/Development Magazine.
	*Assisted in editing instruction manuals for military aircraft pilots.
	*Instructed and evaluated groups in expository writing.
	*Developed curriculum and wrote materials for math-reading projects.
	*Wrote project reports for federally funded project.
Administration/ Management	*Supervised staff in preparation of civil engineering research data for project reports.
	*Organized and administered federally funded math-reading projects and prepared evaluation materials and reports, supervised full-time aide.
	*Organized and implmented instructional program in math and language arts.
Analysis	*Designed goals and evaluation tools for instructional programs.
	*Developed guidelines and monitoring devices for math-reading project.
	*Analyzed evaluation results on instructional materials as basis for development of subsequent programs.
Cross-Cultural Relations	*Conducted instructional programs in black community and in mixed Mexican-white community.
	*Spoke to groups of black parents and mixed audience of white and black and Mexican and white.
	*Communicated effectively with black and Mexican parents in solving specific problems.
	*Worked effectively with cross-cultural staffs.

Summary of Education

Work Experience

Job Objective: A Position involving skills in medical care, communication and innovative programs for the aged.

SUMMARY OF EXPERIENCE

Staff Nursing - Stanford Univ. Medical Center, Palo Alto
Mt. Zion Hospital, San Francisco
Mt. Sinai Hospital, New York City

Emergency Health Care - Camp Unalayee, Trinity Alps

Community Case Work- Chinatown Neighborhood Center, S.F.

Office Management - Ear, Nose & Throat Specialist, S.F.

Chronic Care - Mt. Sinai Hosp. Polio Center, NYC

Social Organization - Cong. Kol Emeth, Palo Alto

AREAS OF EFFECTIVENESS

Medical - 20 yrs. experience, wide range - from Intensive Care, to orthopedic and geriatric rehabilitation.
- extensive work with hard of hearing and audiological testing.
- initiated program for hearing loss prevention

Social - organized and promoted religious oriented groups, ages ranging from seniors to youth, providing stimulating and creative programs.
- initiated inter-community program for cultural exchanges.

Communications
- Funding chairman for community camp
- Office management involving patients, hospital staff, and office personnel.
- Speaker and workshop leader at regional women's conference.

EDUCATION

Mt. Sinai Hospital, School of Nursing - New York City:
Registered Nurse Degree

WORKSHOP MATERIALS : SAMPLE COVER LETTER

Dear "Lucky Employer-to-be",

We are seeking a single position which combines both coordinator and health skills. Upon hearing of the position of program director for the new Senior Day Care Center, it occurred to us that our skills may be complimentary in filling this position.

We have a variety of skills to offer; volunterr coordination, staff supervision, experience in working with the social and physical problems of the aged, knowledge of both volunteer and professional resources, trained observation of health care needs and experience coping with medical care crises.

We feel that our combined knowledge and experience offer a unique and wide-range of expertise that could not be fulfilled by one individual. We hope that in this way we could provide better all-around care to the seniors enrolled in you day care program. Statistical studies of shared jobs have shown that each member of the team has 80% of the efficiency and output of one full-time employee. We believe you would gain more than one professional interms of time, experience, understanding, freshness and quality on the job. The benefits to us, are that we both get involvement in meaningful work and the leisure time we desire.

We are willing to work out our time division according to the functional needs of the position. If there is any problem with social security or employee benefits, we have undergone job-sharing training and have knowledge of a variety of ways these problems can be solved with no additional expense or inconvenience to the employer. We would be happy to work this out with you.

We enclose our resumes and hope that we can interest you in this creative endeavor.

Sincerely,

"Lucky Job Sharer"

SHARED JOB PROJECT OF NEW WAYS TO WORK

JOB SHARING AND THE COST OF FRINGE BENEFITS

"What will I do about fringe benefits?" This is often the initial response we hear from employers when they are asked to consider allowing two people to share one job.

It is important to extend benefits to permanent part-time employees in order to encourage their personal identification as full members of the company's community. In order that this not mean an inequitable expense for the employer, we advocate the proration of fringe benefits; that is, the employer pays half the amount for each half time job sharer that he would pay for a full-time employee. The employees can than pay the additional amount for full coverage, or not, as their need demands. The following outline of specific costs and offsets shows how prorating would work.

The general categories of benefits are: (1) those which the employer pays for on a per capita basis and (2) those paid for as a percent of payroll or individual salary. Head count benefits will cost the employer more, usually, when two people are hired instead of one. Payroll or salary based benefits will not cost more for two people.

PER CAPITA BENEFITS

Social Security contributions (required by law) will cost an employer extra only if the combined salaries of two job sharers exceeds $15,300 per year. Between $15,300 and $30,600, the employer must pay 5.85% of the total. For example, at $20,000 combined salary, an employer would pay $274.95 additional per year. The maximum extra cost would be $893.05 at a combined salary of $30,600.

State and Federal Unemployment contributions work similarly except that the expense increases above combined salaries of $4,200 per year, and reaches maximum at a combined salary of $8,400 per year. However, since percentage charges are so small, the maximum extra costs to employers are $113.40 per year for state, and $21.00 per year for federal insurance.

Medical insurance can be handled by having the employer pay a percentage of the amount he pays toward a full-time employee's coverage. The job sharers then have the option of paying the extra expense if they would like the coverage, or refraining if they do not wish to be included in it (this, of course, saves the employer his share as well.).

BENEFITS BASED ON PAYROLL OR PERCENT OF SALARY

Workman's Compensation premiums are usually paid by the employer as a percent of payroll, and therefore cost no more when two employees are hired instead of one. Some employers are self-insured for Workman's Compensation (Stanford University, for example); but risks are no greater with two employees sharing a job, because the number of person-hours spent on the job would be the same.

Many other benefits, such as life insurance, travel insurance, retirement plans and profit sharing are based on the employees' earnings and can therefore be automatically prorated for part-time employees.

Vacation, sick leave, etc., which anounts to salary paid for time not worked is the most easily prorated category of benefits. Normally the half time employee would be entitled to half the vacation time provided for full-time workers, etc.

HOW BENEFITS ARE CURRENTLY BEING HANDLED FOR PERMANENT PART-TIME EMPLOYEES

Several employers in the San Francisco Peninsula area are extending prorated benefits to their permanent part-time employees. As we have said, we believe this to be the best model because it is the most equitable and practical. (Stanford University and SLAC are examples.)

Some other employers (Lockheed, Hewlett Packard) have modified benefits for permanent part-time employees, e.g. Lockheed's medical plan does not cover office visits for dependants of part time employees, and H. P's Medical Plan provides no Long Term Disability for part-time employees. This kind of flexible approach can be used to tailor benefits to the circumstances of the individuals involved.

Some currently extend full benefits to part-time employees (City of Palo Alto, Ampex Corp., Santa Clara Counry, S.R.I., American Institute for Research). This approach is generous but not ideal because the extra costs may discourage wider use of job sharing in the future. However, in time it may become apparent that the benefits to employers of job sharing -- increased productivity, flexibility and access to jobs -- will out weigh any additional administrative or benefits/overhead costs.

6. FUNCTION OF THE TALENT BANK

Content and Use

At the end of the workshops, each person fills out a card with his/her background, interests, and skills for the Talent Bank. The Talent Bank is a card file divided into vocational categories. It is available for use by both the staff and individuals seeking partners for sharing. The Bank is also a resource for employers who are looking for a partner to complement a full-time worker wishing to reduce his/her hours.

Talent Bank Card

New Ways to Work Talent Bank cards look like this:

Name:	Date: Phone:
Address:	Age: Interviewer's name:
Work wanted:	
Related Experience, skills and/or education	Major Vocational Interest Area
	Secondary Vocational Interest Area

Only the most basic information is given on the card. More detailed information is contained on the information sheets which are filled out at the introductory meeting and on the resumes which individuals bring to or create for the workshops.

7. PROBLEMS ENCOUNTERED AND HOW TO OVERCOME THEM

What are the problems you can expect to encounter and how can you best overcome them? Following are four possible problems and how to deal with them.

1. Meeting the Needs of Different Client Groups. Since no community is homogeneous, the people who will be seeking help in re-structuring a job will come to you with very different skills and needs. A good job-sharing project needs to be flexible enough to emphasize or expand parts of the program that will help the particular client group that you are serving at the time.

Adapt to Client Needs

For example, the counseling needs of a man who has worked for many years at a profession that he likes but who no longer wishes to work full-time, will be very different from those of a re-entry woman who has been out of the job market for a long time. The man will have less difficulty with the overall job search, but will need a great deal of support to counter the resistance that men face to their working part-time. The woman, on the other hand, may need considerable help in evaluating her skills and the experiences she had while being a homemaker, while at the same time receiving understanding for her desire for part-time work

Often Clients Must Develop their Own Job

2. Shortage of Part-Time Job Listings. Some of the people who come to your project will come with the expectation that your job developers have numerous listings of shared jobs to be filled. They will be disappointed to

discover that this is not the case. The process of job development will be dealt with in detail in next section. It is important to keep in mind the complex interaction between employers and seekers of shared jobs. Those clients who are already employed and who are seeking to share their jobs are part of your job development efforts; the teams who go out and interview for regular full-time listings are part of that same process. Although you may start with only full-time listings, as the concept becomes better known the number of employers looking for job sharers will increase. The need for active involvement discourages some people for a while, but it will excite and challenge others.

Clients Seek out Partners

3. Difficulties in Pairing People. Having sufficient numbers of people in your Talent Bank is a problem which decreases as the numbers of job seekers in your program increases. People should also be encouraged to seek partners from their friends and associates. A question which often arises about pairing is "Should I consider pairing with more than one person? Would that be fair?" The answer is, of course, "Yes" unless, there is a compelling reason to share only with a particular person, such as if a husband and wife with the same professional background and goals wish to share a single position. Just as it is generally better to apply for a number of jobs, rather than applying for one at a time, it is better to think in terms of various combinations of people and backgrounds rather than a single combination.

Importance of Emotional Support

4. Motivating People When they get Discouraged. Job hunting is a debilitating process. It is very difficult not to feel that you have been turned down as a person, rather than as an applicant, when you do not get a job for which you have applied. When a person is not only seeking work, but is also trying to sell an employer on the concept of sharing a job, a great deal of energy and ego strength is necessary. It is no wonder that people get discouraged. One of the functions of a job sharing project should be to provide a place where clients can come to get support, new slants on how to present the concept, and new job leads. It is crucial that the project staff have a strong commitment to finding jobs and referring teams to them. Callbacks and a pep talk from time to time brings the awareness that there are other people working on the same changes that they are. This type of support can be very helpful. Even with this kind of help, however, some may decide to go back to looking for a full-time job. They should be reminded that one way to re-structure a job is to work in a full-time position until your worth is known and then begin to seek ways to share it. Others may decide to stop job hunting all together for a while. They should be encouraged to come back when they feel revived.

8. EXERCISE 2 - PAIRING

1. Number off — one, two — around the circle, to form pairs.

2. Each person list five areas of competence.

_____

_____

_____

_____

_____

3. Share your list with your partner.

4. After looking at the lists, either dream up a fantasy job for which your combined skills would qualify you or use a job which one of you has held and discuss how you would share it.

5. List five advantages of sharing this job.

_____

_____

_____

_____

_____

IV. LET'S GO OUT IN THE REAL WORLD — STRATEGY FOR EMPLOYER CONTACT

1. WHOM DO YOU GO TO FIRST?

Job sharing can not be accomplished without responsive employers. Hence, an agency that is interested in fostering job-sharing must put significant effort into contacting and educating employers in its area.

Develop a Strategy

Employer outreach, if it is to be effective in generating shared jobs, should be based upon a systematic plan of action. It is important to be aware of national employment issues, especially as they are represented in the local area. For example, in some areas there is a high ratio of older workers, while other areas have more young families and entry level workers. Also, it is important to identify the major employment fields in a region, such as electronics, and be prepared to expend some energy on them. At the same time, lists of successful job-sharing situations in your community should be developed to use as examples when talking with employers.

Identify Likely firms

Decisions about which employers to contact should be based upon the <u>size</u> of organizations and an assessment of the <u>liklihood of a positive response</u> to job sharing. Lists of major employers in an area can be developed from contact with the Chamber of Commerce, professional associations, and state employment offices. After a list has been compiled, it is a good idea to start contacting first those who have had some experience with job sharing or other forms of flexible employment.

The Process

Ideally a sequence should be developed which will enable the agency to contact different types of employers and get a sense of which are the most responsive. Public employers such as municipal governments and school districts should be contacted early since they are often quite open to flexible modes of employment. It is important to recognize that the development of shared jobs is a slow process and a number of irons should be kept in the fire. The process takes place at a number of levels within an organization (e.g. administrative, employee relations, affirmative action office, and employees who want this option for themselves) and you can expect to be talking with a number of different people over a period of time. Records should be kept of each contact with an organization in order to facilitate subsequent interaction.

2. TALKING WITH EMPLOYERS

Introducing the Concept

Most employers have never heard of "job sharing" although increasing numbers are familiar with flexible approaches to scheduling people's time. Your first task is to explain the concept. Then you can get down to selling the idea to them. Generally, it is helpful to visit the employer with a team of two or three individuals. This approach facilitates the coverage of a variety of topics and experimentation with various styles of presenting ideas.

Inside Help

If friends or acquaintances work in a particular organization, sometimes it is a good idea to get in touch with them and ask their advice concerning the best way to initiate contact with their employer. Obviously some interaction will be necessary with personnel offices but, from our experience, things move more rapidly if you can be referred to them by someone in the administrative ranks of an organization.

Employer Resistance

In the initial contact with an organization, you must sell the idea of job sharing to the people with whom you talk. In order to do this you must be aware that this kind of change appears at first to be an inconvenience to most employers. There are a number of reasons why employers are reluctant to consider job sharing:

- -the normal reluctance to change an existing process;
- -the myth of the lazy or uncommitted part-time worker;
- -the lack of statistical data to support claims about the benefits of job sharing;

-lack of real motivation on the part of many employers to make this kind of change since it is difficult for some to identify with the personal advantages it offers;

-feeling that industry should not be responsible for social change and that someone else should do it.

Stress Advantages

It is up to you, therefore, to convince employers of the professional as well as the personal advantages of job sharing. Some of the points you may want to touch on when talking with them are:

-the problems of older workers;

-the need for alternatives to layoff;

-ways job sharing can aid affirmative action objectives;

-the changing success ethic of many young professionals (desire for flexibility rather than high salaries).

Leave Written Materials

When visiting employers, it is very helpful to have materials available which outline issues related to job sharing. Such materials should cover the major points of your presentation and also go into more detail on some of the technical issues such as employee benefits. Examples of such materials include: information on the benefits job sharing has for employers, information on fringe benefit prorating, and a list of local examples of re-structured jobs. Employers should be encouraged to read the material carefully and contact you later with any questions.

Develop a Continuing Relationship

Obviously, selling the concept of job sharing takes time and you can not expect a major breakthrough with one

visit. One of your objectives should be to answer all of the initial questions raised by the employer and to establish the expectation of continued contact. Do not push too fast or pressure employers into commitments during the first visit. Rather, spell out some intermediate steps which you would like to encourage the employer to work toward. One such step is to encourage an organization to allow teams of job sharers (two people) to interview for their full-time listings. Another step is to encourage the employer to begin a process by which their full-time employees who want to work less time can re-structure their jobs by sharing them with another person.

Make these suggestions and then attempt to conclude the first meeting in a manner which will set the stage for continued interaction. Ideally, try to set a date for a follow up meeting or at least identify some activities which the employer will pursue at a later time, such as meeting with the personnel director to start moving toward shared jobs in his organization. Try to schedule follow-up visits at regular intervals to encourage the evolution of an organization's job sharing program and establish yourselves as consultants to the process.

Talking to the Employer

DON'T

Don't expect to change employer attitudes with one visit. Do aim for continued contact.

Don't attempt to get X number of jobs (or 10%) indentified as "to be shared". This just puts full-time people and unions against you.

DO

Affirm the concept of "worker option". Keep asking the question "Why should people have to work full-time if they don't need or want to?"

Remember that you are "selling" the idea. Be positive.

3. COORDINATING JOB DEVELOPMENT WITH PEOPLE WHO HAVE TAKEN THE WORKSHOP

Many Levels of Employer Contact

The most effective way of getting an organization to offer the option of job sharing internally- to its employees, and externally- to its applicants, is to have the idea of job sharing introduced at many levels in the company--job developers talking to management, people applying in pairs to personnel, and employees within the company showing interest in changing from full time to part time.

Jobs Should Match Job Seekers

Therefore, the job development staff should focus on companies that have positions available in those areas in which people who have attended the workshops are interested. Obviously, there is little sense concentrating on electronics firms, if all the people interested in sharing are social workers.

It is important that the staff working on job development with employers keep in close contact with the staff running the workshops so that they are kept current on the skills and interests of the people who have gone through workshops and are available for sharing. It is useful for the job developers to have specific pairs in mind for positions in a company when they visit the organization, particularly on follow up visits. As soon as a company indicates willingness to consider interviewing pairs for full-time positions, the project staff should urge a pair to apply. It is also important to have an active Talent Bank so you can assure the employer of help in pairing up current employees who want to reduce their hours of employment.

4. PROBLEMS ENCOUNTERED IN JOB DEVELOPMENT

Following are some of the problems areas you will encounter in job development.

Stress Positive

1. Myths about Part-time Workers. Many, if not most, employers subscribe to negative stereotypes about part-time workers. They feel that part-time employees lack commitment, ambition, and responsibility, and are only to be used as "casual" or "temporary" members of the work force. Part of the reason for this is a narrow definition of work. Many kinds of labor, for instance, housework, voluntary community service, or draft work, are not considered part of a person's "work". Another is the nature of temporary part-time work which, traditionally, has had low pay, no fringe benefits and no possibilities for upward mobility. The information that is available about the work habits of permanent part-time or shared job employees refutes this negative stereotype and indicates higher motivation, less absenteeism and turnover, and more productivity as the results of people being able to work in this new, flexible manner.

Supply Information

2. Concerns about the Added Cost of Fringe Benefits. One of the employers first questions is usually about how he would handle fringe benefits. For this reason, the workshop spends quite a bit of time explaining to job-seekers how benefits can be prorated. (The paper which the New Ways to Work staff developed on fringe benefits is included in the workshop section of the module.) Since prorating can minimize the cost of two people receiving

benefits for one full-time job, we are sure that in time, when more information is available on permanent part-time workers, this concern will be eliminated.

Shared Responsibility

3. Accountability. "If something goes wrong, whom do I blame?" Since both people share the postion, both people share the responsibility. If an employer can begin to think of the sharers as a team rather than two separate individuals who have nothing to do with each other, this problem seems to diminish. In actual fact, it has not emerged as a difficulty.

Good Possibilities

4. Civil Service Criteria. The various local, state, and federal hiring formulas for civil servants can be a real barrier to this kind of re-structuring. Civil service is an area, however, where a great deal of interest has emerged from employees who wish to re-structure their jobs. There is legislation pending at the federal and state levels (See Historical Highlights in Section I) and several localities have negotiated changes in their county or city contracts which include means to split a position if the employee so decides. In addition, the National League of Cities has taken a positive stance about job-sharing. If your community has a number of jobs in civil service, it is worth the effort to begin the process of changing the code so that permanent part-time and job sharing workers can be employed.

5. Union Attitudes about "Shared Employment" or "Share the Work" Movements. Many union members are concerned that job sharing might be used to reduce the work force rather than expand it by employers assuming that two people can produce more than one and exploiting this situation by demanding sufficient overtime so that the sharers are in effect working almost full-time but being paid half-time. They also fear that it could be used as a means to eliminate over-time pay. Because these concerns are legitimate, it is very important to structure job sharing opportunities so that they constitute a worker option. Many people need and want full-time work. They should not be pressured into sharing or working part-time. Others, however, find full-time work inhibits their ability to fulfill necessary responsibilities outside of their work lives. They should have a choice such as sharing their job so that they have an alternative to full-time work. Most unions would support this need and some have already negotiated the option for their members.

Worker Option

6. Union Contracts. If an existing union contract prohibits the use of permanant part-time workers then there is not much that can be done until contract negotiations begin again.

5. EXERCISE 3 - IDENTIFYING EMPLOYERS

For this exercise people should break into small groups of three or four. They will work on the questions as a small group and then come back into the whole group to discuss the answers.

1. Identify three employment problems in your area.

2. List 10 of the major employers in your region. (Not just the private ones.)

3. List 5 people you know who could give you names of people to contact in local companies.

6. EXERCISE 4 - ROLE PLAYING INTERVIEW

Divide the circle in half. One half will take the role of employers. The other half will be job developers. Each half will gather in groups of 3 or 4 on their own side of the room (employers on the right, job developers on the left).

The task of the job developers will be to:

-Think of arguments which will sell the employers on the concepts of job-sharing.

-Set specific changes for which they will ask the employers.

-Decide on methods for continued communication with the employer or someone else in his firm.

The task of the employer group will be to:

-Draw up a list of concerns that they have about job-sharing.

After 10 minutes consultation time, the group will reconvene and two volunteer "job developers" will call upon and talk to two volunteer "employers".

After listening to the mock interview the group will respond with their reactions and a second interview will be conducted which will try to incorporate into its arguments and strategies what was learned from the first group.

V. INFORMATION RESOURCES

Information Resources--Why you Need Them.

As we have stressed throughout this module, we believe that successful social change depends on:

-identifying a real need;

-educating others to the existence of that need; and

-constructing bridges between one person's need and another's. In this case, showing the employer how the option of job sharing can help him solve some of his problems.

Use of Information

Your information resources are your tools for educating both employers and employees or job seekers who wish to re-structure a job. They can help you (1) document changing employment patterns; (2) legitimize your claims for job re-structuring and; (3) provide a resource for individuals or other organizations working to create an alternative to the 40 hour work week.

Sources of Job Sharing Information

Where Do You Find Information on Job Sharing?

-Media articles. Your local newspaper is good place to start. Other sources would include The Wall Steet Journal, New York Times, and various business journals, such as Business Week.

-Research articles. Sometimes pertinent articles are referred to in the media stories that you have found. The library is also a good reference source; some of the headings that you might look under are Job Restructuring, Quality of Working Life, Flexible Hours, Employment, and Scheduling.

-Other organizations and individuals. Exchange information with other organizations trying to promote the same kinds of change and individuals who come to your project.

-Your own staff. As you become more knowledgeable about the particular needs of your own community, you will probably start constructing information packets and writing materials of your own which deal with local problems.

What Should Be Included?

Topics

1. Profiles of job sharers. Catalyst, Inc., in New York City has written a series of such profiles. You can obtain copies of them by writing to Catalyst, 14 East 60th Street, N.Y., N.Y. 10022. As you gather local information you will probably want to write up some of your own.
2. New articles which substantiate the benefits of permanent part-time employment or job sharing.
3. Studies of employers who have experimented with job sharing and/or flexible scheduling.
4. Copies of legislative bills whose focus is career part-time, job sharing, or flextime.
5. Any local information which you think is pertinent to the job sharing issue.

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1. Job Pairing. Two women divide one full-time job with equal responsibility for the total job. This worked well for teachers and is a good possibility for librarians.
2. Job Sharing. Two women divide one job between them with each responsible for only one-half of the workload.
3. Split-level. One position divided into two skill and pay levels; part of the time it is filled by a professional woman and part of the time by a skilled clerical.
4. Split-location. A job partly done in the office and partly at home.
5. Part-time. Working less than a full-time five day week.

6. Consultant or Specialist.
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